

MULTIMEDIA



UNIVERSITY

STUDENT ID NO

--	--	--	--	--	--	--	--	--	--

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2017/2018

BMG1014 – MANAGEMENT

(All sections / Groups)

30 MAY 2018
2.30 p.m. – 4.30 p.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS:

1. This question paper consists of **TWO (2) SECTIONS** and **7 pages** (inclusive of the cover page).
2. **SECTION A** contains **TWENTY FIVE (25)** multiple-choice questions (worth 50 marks). **Answer ALL questions.** Please indicate your answers in the *multiple-choice answer sheet* provided.
3. **SECTION B** contains **FOUR (4)** essay questions. **Answer ALL questions** (worth 50 marks). Write your answers in the *Answer Booklet* provided.

SECTION A (50 MARKS): Answer ALL Questions

Identify the letter of the choice that best completes the statement or answers the question. Shade your choice of answer in the *multiple-choice answer sheet* provided.

1. The effect of planning on managers is that it forces them to _____.
 - A. generate higher profits
 - B. anticipate and respond to change
 - C. generate lower returns
 - D. work at cross purposes

2. Naiki Berhad is a sportswear and equipment manufacturer that serves a multitude of sports disciplines. Which one of the following statements from Naiki would be the best example of a strategic goal?
 - A. a five percent increase in average annual sales
 - B. a three percent increase in average annual income
 - C. achieving a return on investment of 15 percent
 - D. accelerating growth through focused execution

3. Borhan is discussing with his subordinate, Jacqueline, the types of projects Jacqueline would like to work on in the coming year. They are setting goals and determining what success would look like. Borhan and Jacqueline are engaged in _____.
 - A. performance planning
 - B. strategic planning
 - C. management by observation
 - D. management by objectives

4. When uncertainty is high, plans should be _____ and _____.
 - A. specific; flexible
 - B. directional; standing
 - C. short-term; directional
 - D. general; informal

5. Stephanie majored in marketing and really enjoyed studying market research as a subject. Through research on the Internet and in the university library, she discovers that this industry appears to have significant positive trends in employment. She interprets this as a(n) _____.
 - A. weakness
 - B. threat
 - C. strength
 - D. opportunity

Continued...

6. Vouge-Divas Apparels targets teenage girls with a range of affordable ready-to-wear clothing. The company is opening two new outlets, as sales have been excellent. Which one of the following represents a strength for the company?
 - A. The company's in-house designers are good at identifying and popularizing fashion trends.
 - B. Disposable income is rising, and consumers will have more money to spend on clothes.
 - C. Vouge-Divas needs to build a new factory to increase production capacity.
 - D. A long-time competitor recently went out of business and Vouge-Divas can cut down on its advertising budget.
7. Gogocero Ceramics sells items it buys from ceramic factories. If it were to purchase one of these factories, it would be engaging in _____ integration.
 - A. forward vertical
 - B. backward vertical
 - C. horizontal
 - D. concentrated
8. In the Boston Consulting Group (BCG) matrix, a business unit that has a low anticipated growth rate but a high market share is known as a _____.
 - A. cash cow
 - B. star
 - C. dog
 - D. question mark
9. Jackson received a raise as a result of his last performance appraisal. He is active on three teams and is given authority to make decisions regarding his job responsibilities. John's employer is using _____.
 - A. realistic job previews
 - B. human resource planning
 - C. high performance recruiting practices
 - D. high-performance work practices
10. Labor unions use _____ to protect the rights of their members.
 - A. work stops
 - B. commercial arbitration
 - C. collective bargaining
 - D. labor disputes
11. Managers begin human resource planning by _____.
 - A. locating capable applicants
 - B. inventorying current employees
 - C. job analysis
 - D. forecasting sales

Continued...

12. Jamaliah needs to eliminate some employees for a short period of time. She and her managers identify those employees who are not meeting performance expectations and explain that this termination is temporary, but they are encouraged to seek other positions elsewhere. How is Jamaliah trying to reduce the size of the workforce here?
- A. firing
 - B. layoffs
 - C. reduced workweeks
 - D. early retirements
13. Martha is very happy with her team of twenty customer care representatives who have all been consistently performing well. Customer feedback was impressive, and Martha is planning to give them good bonuses this time around. As a manager, Martha believes it is important to let her subordinates know when she is happy with their work. She does so, and also calls a meeting to discuss what they can do to improve further. Martha is using communication for _____.
- A. decision making
 - B. negotiation
 - C. motivation
 - D. expressing emotion
14. When an employee tells his or her manager what the manager wants to hear, which one of the following barriers to effective interpersonal communication is the person using?
- A. filtering
 - B. selective perception
 - C. framing
 - D. defensiveness
15. As the staffs began to leave the meeting room, some were overheard grumbling that those at the top were just profiteers, that it did not make any difference to the Chief Executive Officer employees lost their jobs. Which barrier to effective communications do these statements represent?
- A. language
 - B. information overload
 - C. defensiveness
 - D. filtering
16. Umar has difficulty staying focused during conversations, especially long "speech" type comments from the speaker. This is likely because _____.
- A. Umar, like most listeners, can understand less words per minute than most talkers speak
 - B. he already knows what the speaker is going to say next and is forming his response in his mind
 - C. he strongly disagrees with the speaker
 - D. he is not interested in the conversation topic

Continued...

17. In his speech the previous day, the new Chief Executive Officer (CEO) had discussed his experience in the industry and his education. Cassey thought that the new CEO would do a great job given these characteristics, coupled with his good oratory skills and the fact that he just looked like a CEO. Cassey realized that she had been judging the new CEO in a manner consistent with the _____ theories of leadership.
- A. trait
 - B. behavioral
 - C. contingency
 - D. situational
18. Research by Fiedler uncovered three contingency dimensions that define the key _____.
- A. situational factors for determining leader effectiveness
 - B. follower factors for determining leader effectiveness
 - C. leader behavior factors for determining leader effectiveness
 - D. situational factors for determining follower effectiveness
19. Jeremiah is not in the habit of deciding everything on his own. He involves his team in the decision-making process as much as possible. He believes in communicating clearly and is always ready to help his team to get the best out of them. Which of the following best describes Jeremiah's leadership style?
- A. telling
 - B. selling
 - C. participating
 - D. delegating
20. Renukha's colleagues and subordinates have a very high regard for her. They know that no one can get high-quality work done the way Renukha can. She inspires her team to excel in their work, even exceeding their own expectations. What her subordinates like best about Renukha is that they are free to discuss her decisions with her, even question her once in a while if they are not sure about her strategy. Which one of the following best describes Renukha's leadership style?
- A. transactional
 - B. charismatic
 - C. authentic
 - D. transformational
21. _____ is the final step in the management process, which provides a critical link back to _____.
- A. Organizing; planning
 - B. Planning; controlling
 - C. Controlling; planning
 - D. Leading; organizing

Continued...

22. Firdaus believes organizational effectiveness is more important to the organization than organizational productivity. What could be the rationale behind this belief?
- A. Organizational productivity is not a measure of organizational performance.
 - B. Organizational effectiveness is a measure of how well the organizational goals are met.
 - C. Organizational productivity is not directly related to organizational output.
 - D. Organizational effectiveness is a quantitative measure of the input-output relationship.
23. The management control that takes place while a work activity is in progress is known as _____ control.
- A. immediate
 - B. concurrent
 - C. feedback
 - D. consistent
24. The _____ approach to performance measurement was introduced as a way to evaluate organizational performance from more than just the financial perspective.
- A. market value
 - B. balance sheet
 - C. balanced scorecard
 - D. income statement
25. Camelia's primary school-aged children brought home lists of supplies required for their class assignments. Camelia decided to take the items from the office supplies cabinet. Her rationale is that her employer does not pay her enough to buy these items. Camelia is engaging in _____.
- A. workplace piracy
 - B. employee theft
 - C. equity adjustment
 - D. compensation management

Continued...

SECTION B (50 MARKS): Answer ALL questions.**Write your answers in the *answer booklet* provided.**

QUESTION 1

Describe in detail the THREE (3) types of programmed decisions that a manager depends on to resolve structured problems.

(6 marks)

QUESTION 2

You have been hired as the new Chief Executive Officer (CEO) of Legionnaire Infosys and one of your main tasks is to turn around the company into profitability. You are planning to implement various changes at the operational and strategic level, but you notice a strong resistance from people within the company. Due to the importance of implementing the changes, discuss any FIVE (5) techniques that you can use to reduce resistance to change and include an example of each.

(20 marks)

QUESTION 3

Discuss in the detail the THREE (3) traditional organizational designs, including the strengths, weaknesses, and the importance of each.

(15 marks)

QUESTION 4

As manager of a large team of sales and marketing personnel, you notice that your team is falling short of its goals primarily because several team members are either not motivated to put in their best or are downright dissatisfied with their jobs. You have decided to follow Herzberg's two-factor theory to motivate your employees. Describe the theory and the steps that you can take to maximize motivation.

(9 marks)

End of Page